

October 22, 2024

Updated: December 10, 2025



63 Willow Road

Menlo Park, CA

Transportation Demand Management Plan



68 Willow Road Townhomes

Menlo Park

Draft Transportation Demand Management Plan
(Transportation Action Plan)



Prepared for:

68 Willow Owner, LCC

Prepared by:



*A Transportation Demand
Management Company*

(408) 420-2411

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TDM SPECIALISTS, INC. QUALIFICATIONS

TDM EXECUTIVE SUMMARY

According to the City of Menlo Park General Plan, Circulation Element, the project must develop and implement TDM Plans. *"Transportation Demand Management (TDM) programs are intended to reduce vehicle trips and parking demand by promoting various transportation options and shifting travel modes and time of day to take advantage of available capacity to reduce crowding and congestion. By implementing TDM programs, municipalities and private entities can use available transportation resources more efficiently."*

This TDM Plan will be consistent with the City's TDM code requirements and goals of reducing drive-alone trips, as outlined in the City's TDM code and objectives in the Climate Mitigation and General Plan. This TDM proposes effective and appropriate TDM measures based on its size, location, and land use.

The recommended TDM measures will reduce vehicle miles traveled (VMT) and increase sustainable trips. A careful site assessment has informed the TDM measures recommended in this section and aligns them with the city's trip-reduction goals.

TDM INFRASTRUCTURE AND PHYSICAL MEASURES

- Gap Closure
- Bicycle parking – covered, secure facilities (Class I)
- Bicycle parking – short-term racks (Class II)
- Fix-it bicycle repair station
- Nearby amenities and services

TDM PROGRAMMATIC MEASURES

- Orientation, Education, Promotional Programs and Materials
 - Resident commuter resource flier
 - New Owner TDM Welcome Packet
 - Online HOA Commuter Resource Webpage
- TDM Coordinator – Homeowner Association Representative
- Transportation Management Association Participation
- Personalized commute planning
- Try Transit Passes
- Guaranteed Ride Home program
- Ride matching resources
- \$100 Commute.org carpool incentive
- \$100 Commute.org bicycle incentive

Excerpt from Transportation Systems Management – the purpose is:

Reduction of traffic impacts within the city and region by reducing both the number of vehicular trips and total vehicle miles traveled that might otherwise be generated by commuting; and

Reduction in vehicular emissions, energy usage and ambient noise levels by reducing the number of vehicular trips, total vehicle miles traveled and traffic congestion.

SOURCE: Menlo Park Municipal Code, Chapter 11.64

- Existing Low-Income, Income-Eligible Resources
 - Resident transit subsidy - Caltrain Go Pass program
 - Clipper START (20-50%) discounted pass
 - Low-income Community Transportation Benefits Program
 - State E-bike Purchase Incentive program

TDM PERFORMANCE MONITORING AND SURVEYING

- Commute.org Developer Certification
- Annual resident commute survey
- Annual monitoring report
- No expiration of TDM plan or programs

TDM Planning

The following comprehensive TDM Plan addresses resident commute trips associated with a residential project. The TDM Plan contains appropriate measures and elements consistent with other Peninsula and regional commute programs.

This TDM Plan encompasses an array of alternative transportation mode-use strategies categorized in the following three sections:

- I. Existing Transportation Facilities
- II. TDM Infrastructure and Physical Measures
- III. Programmatic TDM Measures
- IV. TDM Monitoring and Reporting

1.0 REGULATORY AND SUSTAINABLE ENVIRONMENTS

The TDM Plan combines services, incentives, facilities, and actions to reduce single-occupancy vehicle (SOV) trips and relieve traffic congestion, parking demand, and air pollution. The following are goals achieved through the effective utilization of a TDM Plan with the use of TDM measures:

- *Reduce parking demand by converting SOV trips to alternative transportation (e.g., transit, carpool or vanpool, bicycling, or walking).*
- *Shift travel to less congested routes by providing traveler information systems that warn motorists about delays or alternative ways.*
- *Support other technological solutions (e.g., compressed natural gas, electric/hybrid vehicles, or zero-emission vehicles).*

Successes achieved by TDM Planning will also reduce greenhouse gas (GHG) emissions while providing sustainable mobility solutions.

Below is a summary of city, county, and state policy goals related to sustainability, congestion management, and GHG reduction.

City of Menlo Park

- **ConnectMenlo, 2016 General Plan**

As stated in the Circulation Element, Transportation Demand Management (TDM) programs aim to reduce vehicle trips and parking demand by promoting alternative transportation options and adjusting travel modes and times to reduce congestion.

These programs help municipalities and private entities utilize transportation resources more efficiently. They can include intelligent transportation systems and other tech solutions to provide real-time transportation information. To enhance effectiveness, the City of Menlo Park can support the development and upkeep of a Transportation Management Association (TMA). TMAs focus on reducing vehicle trips in specific areas and helping residents, employees, and businesses access transportation options between activity centers and public transit hubs. The city can collaborate with neighboring agencies in San Mateo and Santa Clara Counties to expand transportation options near major activity centers.¹

- **2030 Climate Action Plan**

The City of Menlo Park's Climate Action Plan aims to reduce carbon emissions by 40 percent below 1990 levels (equivalent to 49 percent below 2005 levels) by 2030 and by 80 percent below 1990 levels (or 83 percent below 2005) by 2050. The Transportation

¹ City of Menlo Park, General Plan, Circulation Element, Transportation Demand Measures, page CIRC-13

and Land Use Sector, Goal 4 states, "Promote sustainable development that reduces vehicle miles traveled." ²

- Action: Reduce VMT by 25% or an amount recommended by the Complete Streets Commission
- Description: Reduce VMT, especially by gasoline vehicles, through a two-pronged approach:
 1. Change zoning to encourage higher density (esp. for housing) near transit
 2. Make the city easier to navigate without a car by accelerating the implementation of the Transportation Master Plan with an emphasis on developing a clear network of protected pedestrian/bike paths throughout town

Menlo Park is focusing its resources on ongoing projects to reduce VMT. This includes utilizing the SB2 Housing grant, finalizing the Transportation Management Association feasibility study, and implementing VMT guidelines for new development established in June 2020. Additionally, the Complete Streets Commission prioritizes projects from the Transportation Master Plan to reduce VMT. Menlo Park plans to amend the Commission's two-year work plan to include setting a VMT reduction target in 2022, pending staff availability, without affecting planned capital projects.

- **Menlo Park Municipal Code**

The City of Menlo Park does not have TDM requirements for developments in the C-1 district, and the proposed project follows the C/CAG TDM guidelines. The report includes a C/CAG TDM checklist. The pertinent goals of Transportation Systems Management include the following:

- Reduction of traffic impacts within the city and region by reducing both the number of vehicular trips and total VMT that might otherwise be generated by commuting.
- Reduce vehicular emissions, energy usage, and ambient noise levels by reducing the number of vehicular trips, total VMT, and traffic congestion.

San Mateo County Congestion Management Plan³

- The C/CAG TDM Policy Update includes a new requirement that local jurisdictions notify C/CAG of any new development project under their purview that is estimated to generate at least 100 Average Daily Trips (ADT). However, the proposed project does not meet the criteria of multi-family development as defined by the C/CAG TDM Policy,

² 2030 Climate Action Plan

³ www.ccag.ca.gov

as it consists of for-sale, individually owned townhome units rather than rental apartments or common-interest residential communities. As such, many of the TDM checklist measures outlined in the C/CAG Large Residential TDM Checklist are not feasible or applicable to this type of ownership structure. These include M6 (Transit Subsidies), M10 (Delivery Amenities), M11 (Family-Supportive Amenities), M14 (Paid Parking at Market Rate), M22 (Active Transportation Subsidies), and M26 (Pedestrian Uses & Amenities on Ground Floor).

State Regulatory Setting

The State of California has delegated to many organizations and agencies the responsibility for developing guidelines, policies, and thresholds that comply with emissions legislation. Below is a summary of laws from the Office of Planning and Research, the California Air Resources Board (CARB), the California Air Pollution Control Officers' Association, the Council of Governments, and the Attorney General's Office.

- ◆ **Senate Bill 375** – establishes improved land use and transportation policy supporting AB32 by providing a means for achieving the AB32 goals for cars and light trucks through land-use changes. This legislation could revolutionize California's regional planning for housing and transportation by mandating sustainable regional growth plans. These plans expect to double the GHG emission reduction targets that local governments must meet through land-use planning.

The CEQA streamlined review process for developers is the bill's most significant provision. Projects that meet specific criteria, including at least 50 percent residential use, high densities, and within 0.50 miles from a rail, ferry, or bus line with 15-minute headways or less, qualify for a CEQA review exemption.

- ◆ **Assembly Bill 1287** – expands the State Density Bonus Law to offer more incentives to developers, including affordable housing units. It increases incentives and concessions available to entirely affordable projects for low-income households, with a small portion available to moderate-income families. Additionally, it introduces new incentives for projects that include a percentage of units affordable to very low- or moderate-income households.

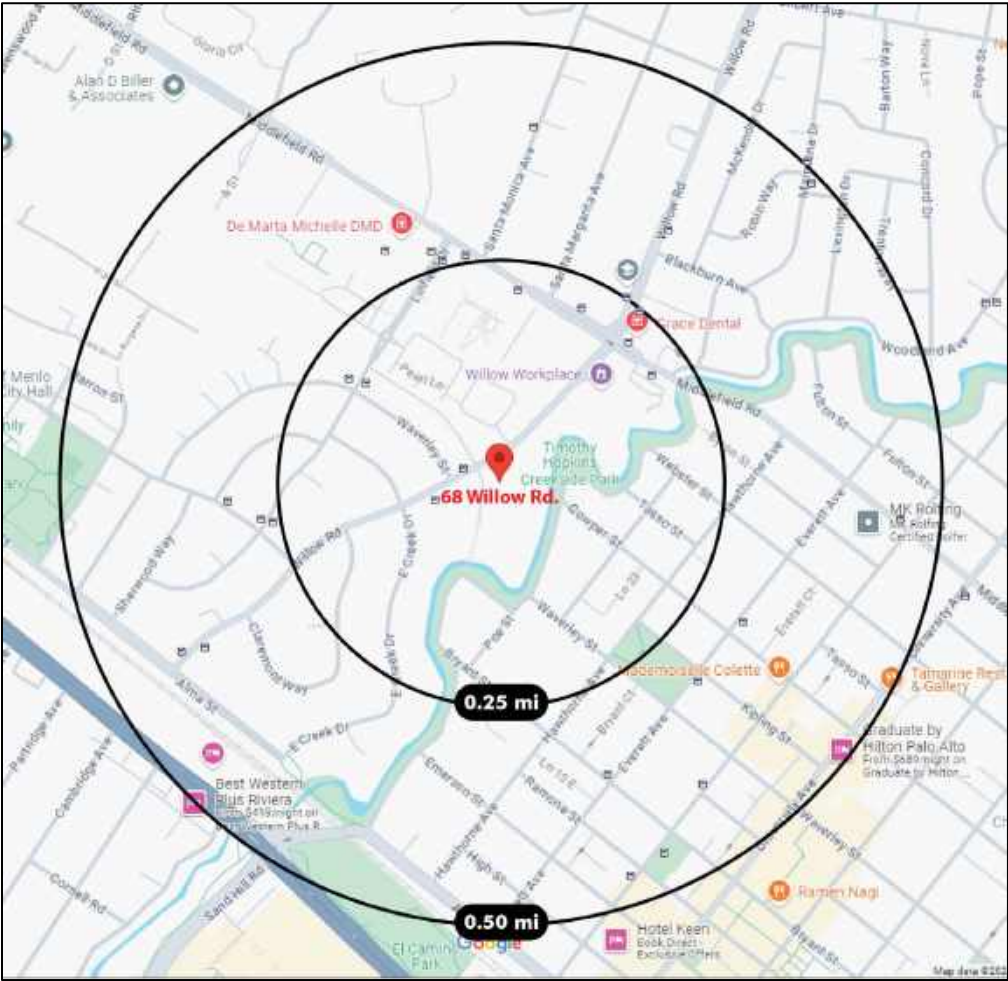
Notably, AB 1287 introduces significant new density bonuses in addition to those already available under the existing law. Previously, projects meeting certain affordability thresholds could receive up to a 50 percent density bonus. Projects exceeding these thresholds can earn additional density bonuses based on a sliding scale. For example, a project that provides 20 percent of units to very low-income households would receive a total bonus of 55 percent, up from the previous maximum of 50 percent. These new bonuses could potentially double the base density of a development.

2.0 PROJECT DESCRIPTION

The proposed project will comprise 50 townhome-style units across eight 3-story buildings. The buildings will be arranged with front doors facing the surrounding streets and neighboring parcels. The site is designed with a loop road, additional open areas along the San Francisquito Creek, and other usable pockets throughout the development.

The townhomes range from 1,650 to 2,200 square feet and feature 3- and 4-bedroom units. The units will be distributed across five building configurations, including 6- and 7-unit structures. Below is a project location map.

Project Location (and Radius) Map



SECTION I – EXISTING TRANSPORTATION FACILITIES

The transit matrix below describes SamTrans bus routes 81, 82, 83, 88, 296, 296, 296O, and 397, which operate within 0.30 miles of the project (as the crow flies). There are 200 weekday transit trips near the project site, including the Dumbarton Express and Menlo Park Shuttles (M1 Crosstown and M4 Willow Road).

Transit Resources within 0.30 miles of the Project

Route	Span of Service	Weekday Trips	Communities Served
81 Samtrans	School Days Only 5 Days/Week 8:00 a.m. - 4:02 p.m.	8	From/to Clarke/O'Connor: Clarke/O'Connor, Pulgas/O'Connor, Bay/University, Bayshore/Newell, Willow/Nash, Middlefield & Santa Margarita , and Menlo-Atherton High School From/to Purdue/Fordham: Purdue/Fordham, Belle Haven Community Campus, Newbridge/Carlton, Willow/Nash, Middlefield/Santa Margarita , and Menlo-Atherton High School
82 Samtrans	School Days Only 5 Days/Week 8:02 a.m. - 3:35 p.m.	3	Bay Rd & Harmon Dr, Coleman Ave & Menlo Oaks Dr, Santa Monica Ave & San Andreas Dr, Merrill St & Santa Cruz Ave, Middlefield & Santa Margarita , and Santa Cruz Ave & Elder Ave
83 Samtrans	School Days Only 5 Days/Week 7:48 a.m. - 4:05 p.m.	2	Bay/Harmon, Bay/Ringwood, Durham/Laurel, Marmona/Robin, Willow/Waverly , Merrill/Santa Cruz, Hillview Middle School, and Bay/Marsh
88 Samtrans	School Days Only 5 Days/Week 2:14 p.m. - 3:24 p.m.	2	Encinal Middle School, Willow Rd & E Creek Dr , Bay Rd & Marsh Rd
296 Samtrans	7 Days/Week 5:21 a.m. - 10:06 p.m.	112	Bayshore/Donohoe, Bay/University, Middlefield/Santa Margarita , Middlefield/Ringwood, Merrill/ Santa Cruz, Middlefield/5th, and Redwood City Transit Center
296O Samtrans	7 Days/Week 3:50 a.m. - 1:55 a.m.	10	Palo Alto Transit Center, Bay/University, Middlefield/Santa Margarita , Middlefield/Ringwood, Middlefield/5th, and Redwood City Transit Center
397 Samtrans	5 Days/Week 1:16 a.m. - 6:14 a.m.	7	Palo Alto Transit Center , Bay/University, Middlefield/Santa Margarita , Middlefield/5th, Redwood City Transit Center , El Camino/Burlingame, Millbrae Transit Center , SF Airport Courtyard A, Airport/Linden, Bayshore/Old County, and Mission/1st
Dumbarton Express	5 Days/Week 5:54 a.m. - 7:51 p.m.	39	Union City BART, Ardenwood Park & Ride, Willow & Middlefield , Palo Alto Caltrain, and Stanford Oval
M1 Crosstown Shuttle	5 Days/Week 8:10 a.m. - 4:17 p.m.	10	Belle Haven Comm. Campus, Chilco & Ivy, VA Medical Center, Menlo Medical Clinic, Linfield & Waverly , Menlo Park Library, Middlefield & Oak Grove, Crane Place, Downtown (Santa Cruz & Chestnut), Menlo Park Caltrain , Safeway, Little House, Partridge/Kennedy, PA Medical Foundation, Palo Alto Caltrain , Hoover Pavilion, Stanford Shopping Center, Nordstrom/Crate and Barrel, Stanford Medical Center (900 Welch Road), Menlo Commons, and Sharon Heights Shopping Center

Route	Span of Service	Weekday Trips	Communities Served
M4 Willow Road Shuttle	5 Days/Week 6:52 a.m. - 6:15 p.m.	7	Menlo Park Caltrain, Linfield & Waverley , Linfield & Middlefield, VA Medical Center, O'Brien & Willow (Mid-Peninsula High School), O'Brien & Kelly, 1200 O'Brien (JobTrain), 1505 O'Brien, and 1555 Adams Dr
Shoppers' Shuttle	Tuesdays, Wednesdays, Saturdays, and Sundays 9:30 a.m. to 1:30 pm		<u>Sample destinations:</u> Banks, Downtown Menlo Park, Draeger's Market, Medical appointments, Menlo Medical Clinic, Palo Alto Medical, Foundation, Pharmacies, Safeway, Sharon Heights Shopping Center, Stanford Medical Center, Stanford Shopping Center, and Trader Joe's
Total Bus Trips/Weekday		200	

* All buses and trains are lift equipped for handicapped, elderly, or those in need.

Red Font represents the closest transit resource to the project site.

Blue Font represents connecting transit Centers/Stations

Below is the Walking to Transit Access Map; page 7 shows the SamTrans System Map.

Walking to Transit Access Map



Free Shopper's Shuttle - Door-to-Door to Menlo Park, Palo Alto, Redwood City

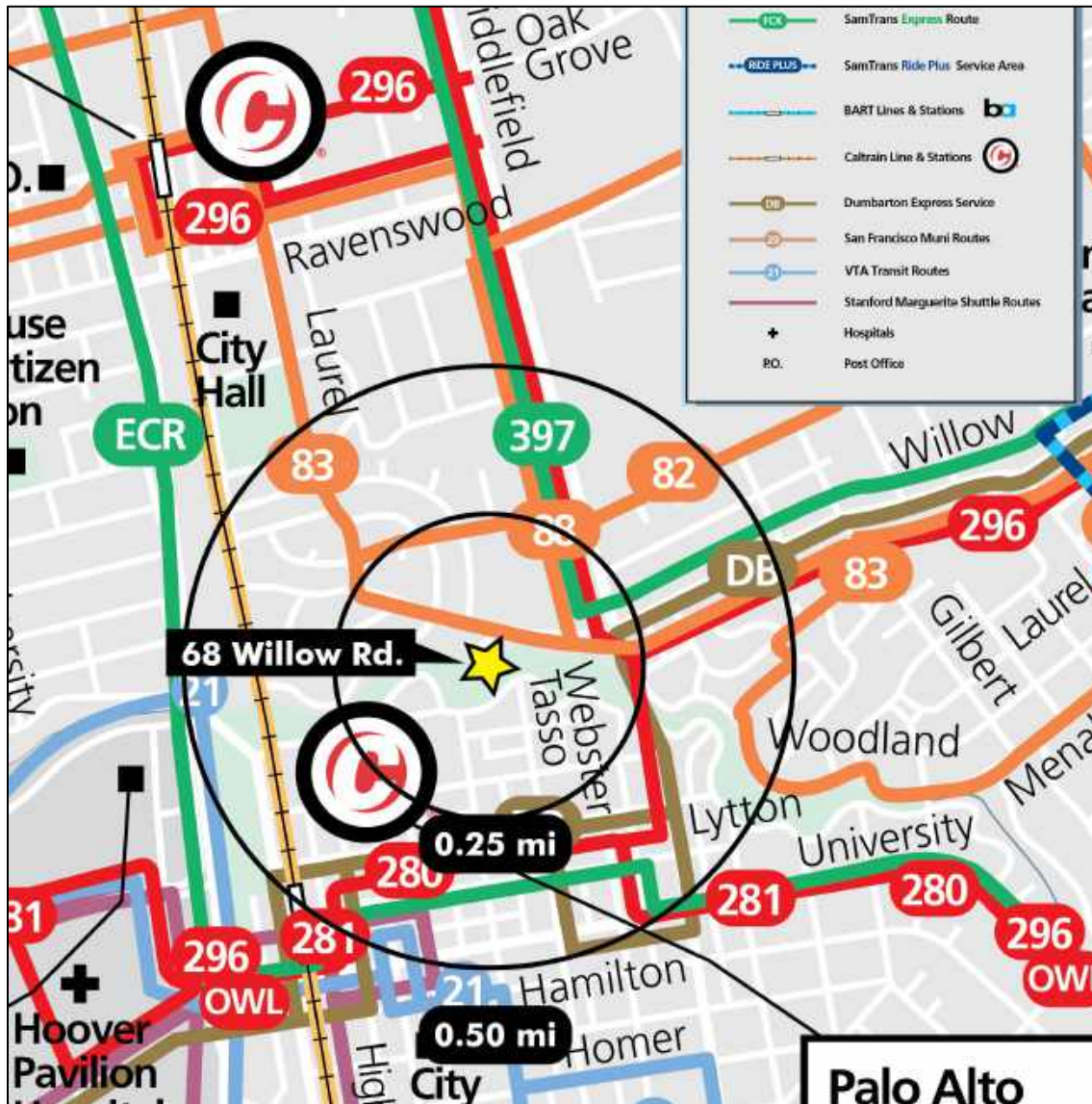
The Shoppers' Shuttle offers a convenient door-to-door service for anyone who needs assistance or isn't close to a regular shuttle stop. It's free and wheelchair accessible.

The shuttle departs at 9:30 a.m. to take passengers to their destinations. Riders have about two hours at their destination before the return trip, starting at 12:30 p.m. Shuttle drivers can also assist with carrying packages and groceries to your door. Book at least one day in advance.



The Menlo Park Shoppers' Shuttle is a free, curb-to-curb service running Tuesdays, Wednesdays, Saturdays, and Sundays, primarily from 9:30 AM to 1:30 PM, connecting residents to shopping areas in Menlo Park, Palo Alto, and Redwood City.

SamTrans System Map



Transit Trip Planning Resources

Online trip planning services are a helpful tool for planning bicycle and public transit trips. Google has also collaborated with select regional



transit agencies to provide a public transit planner for SamTrans, AC Transit, and BART riders. Residents can find this public resource service online at

<https://maps.app.goo.gl/>.



68 Willow Rd, Menlo Park, CA 94025

Choose destination, or click on the m 

The SamTrans mobile app is a valuable resource for commuters planning to ride on the SamTrans system. Commuters can use this app to pay bus fares, purchase and activate tickets, and view SamTrans departures, schedules, and routes.

The Caltrain Mobile app allows commuters to purchase and use fares instantly on their mobile phones.

Residents can easily download the CaltrainMe app to access Caltrain's schedules and rider alerts.



Bicycle and Pedestrian Connections

Surrounding the project are significant bicycle facilities in the City of Menlo Park.

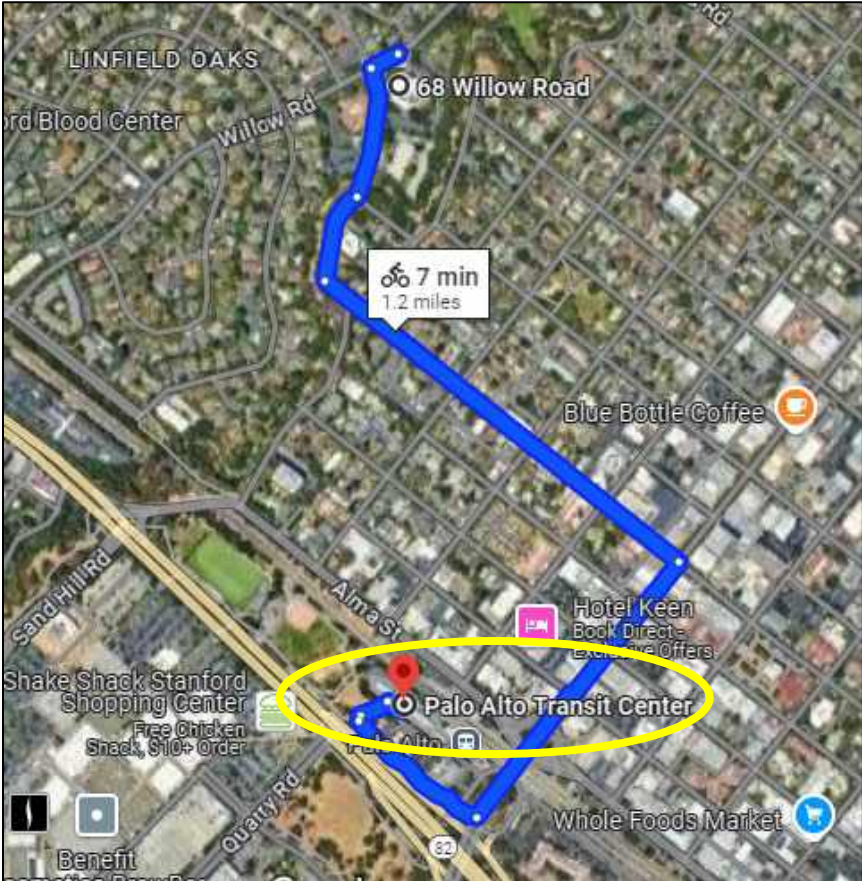
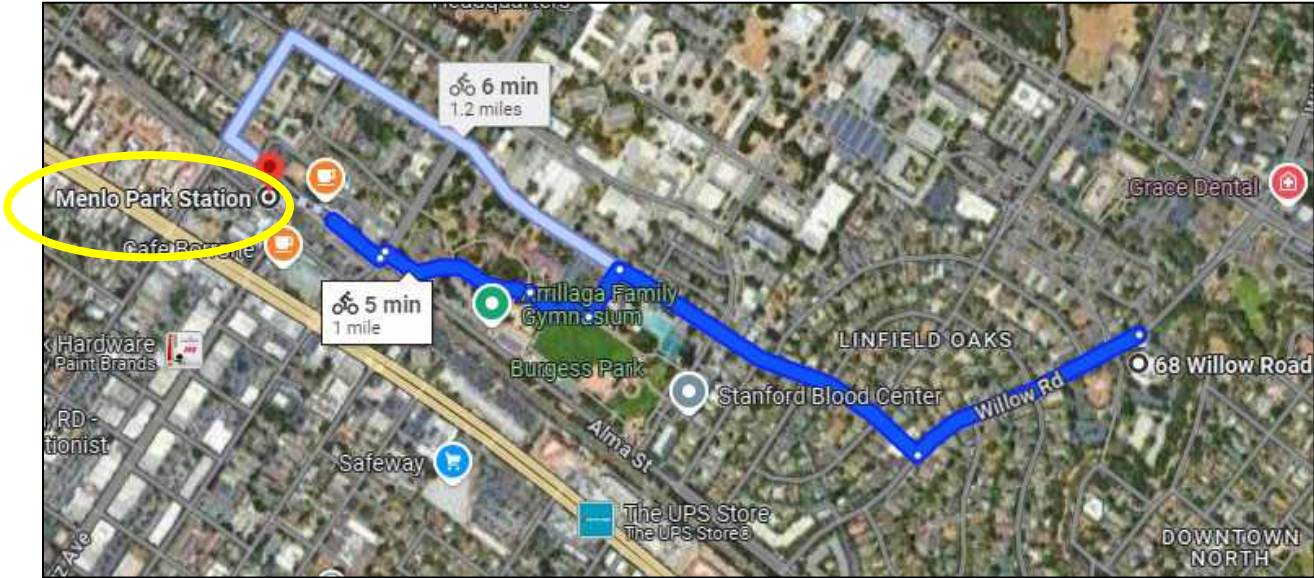
Bike/WalkScore.com says the project is a "Biker's Paradise" site, scoring 98 out of 100. This score means that daily errands can be accomplished on a bike. Willow Road has dedicated bike lanes and bicycle-friendly roads surrounding the site.



Biker's Paradise

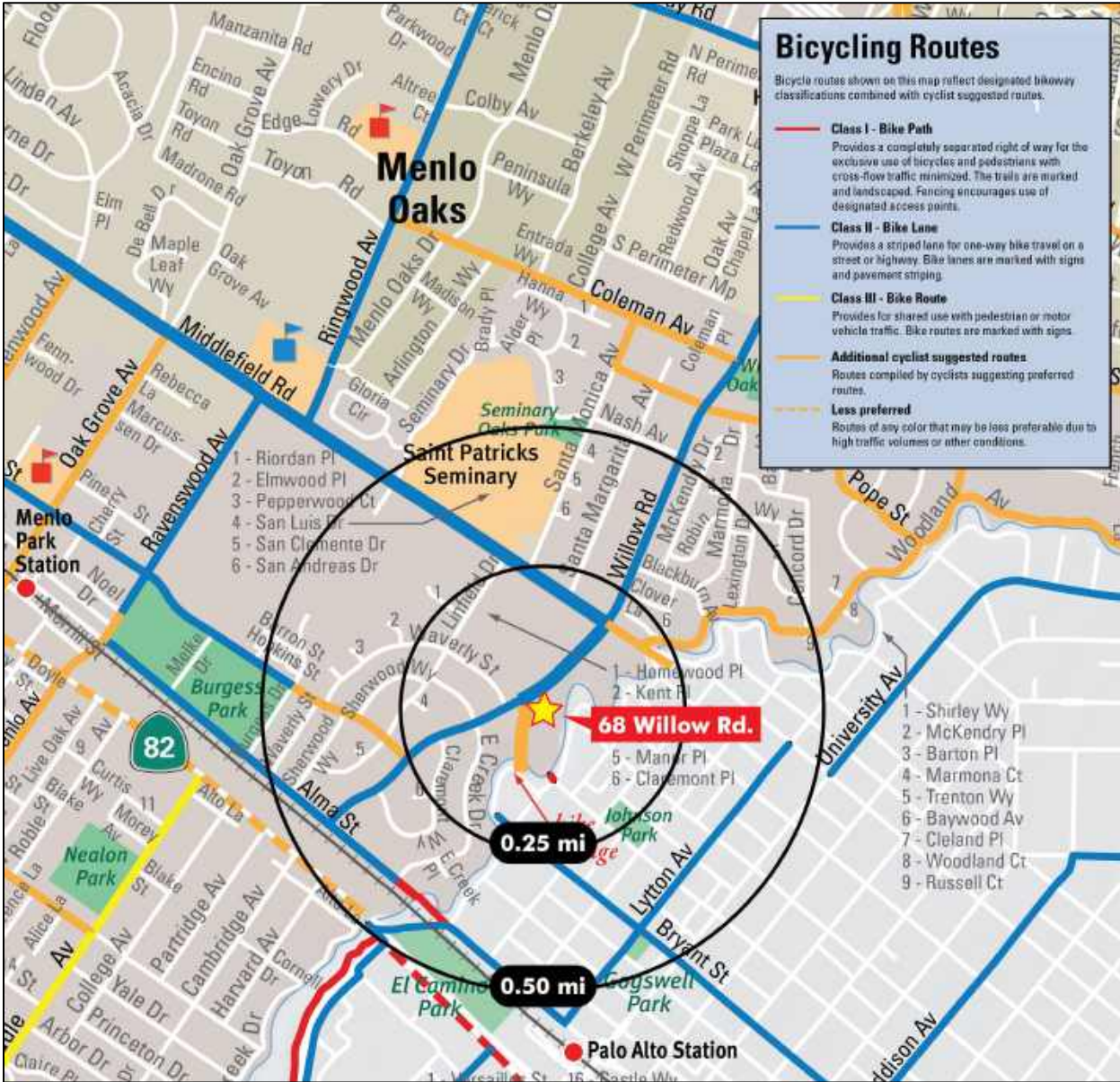
Daily errands can be accomplished on a bike.

The Menlo Park Caltrain Station is one mile from the project site. Below is a bicycle route map from the project site to the Menlo Park Caltrain Station, a five-minute bicycle trip. The Palo Alto Transit Center is 1.2 miles from the project site, a seven-minute bicycle trip.



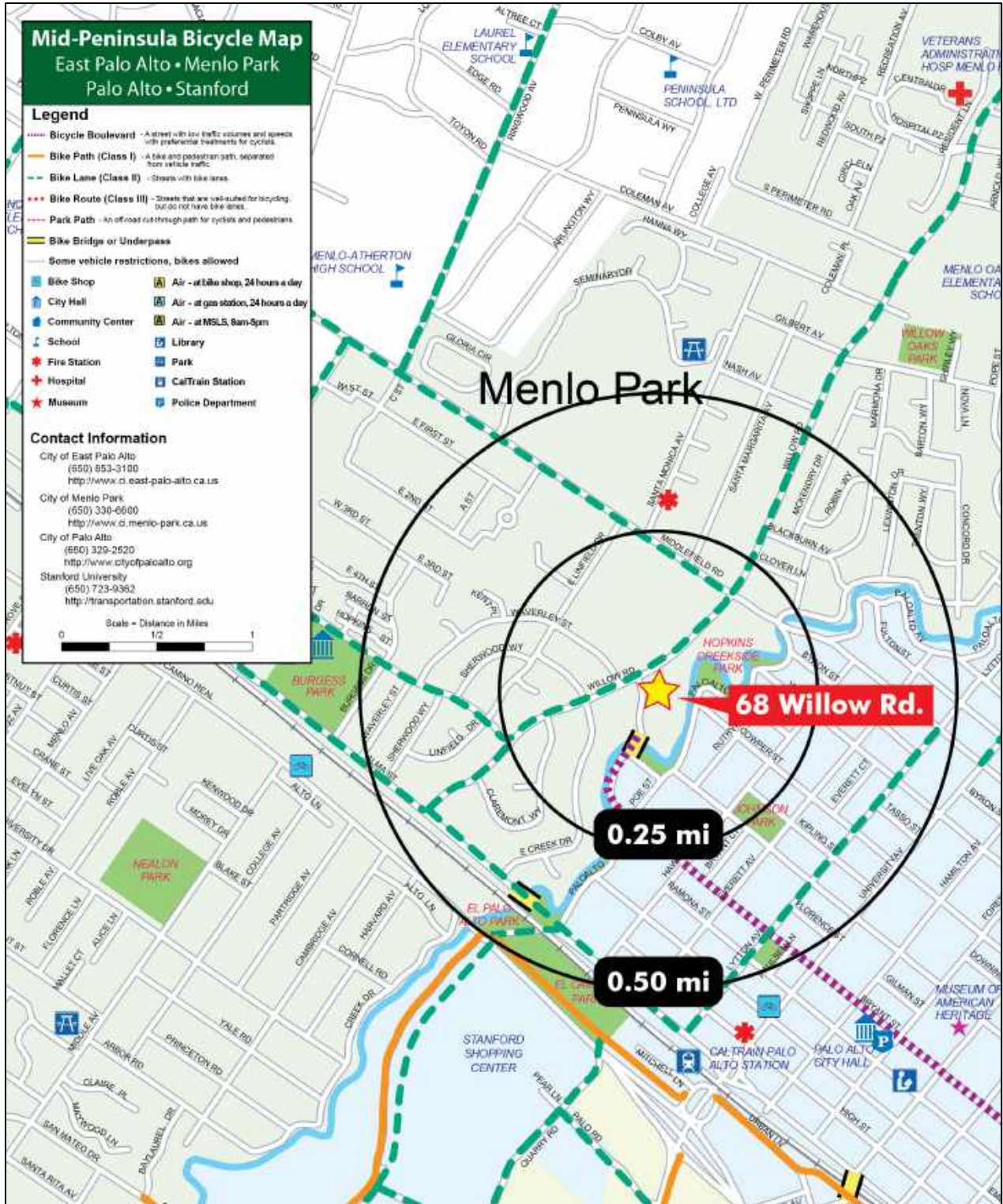
The San Mateo County Bicycle Map below shows bicycling routes, including designated bikeable classifications and cyclist-suggested routes, in the project area.

San Mateo County Bicycle Map



The Mid-Peninsula Bicycle Map on page 11 shows another view of Menlo Park bicycle boulevards and bike lanes.

Mid-Peninsula Bicycle Map



Bicycle Commuter Resources

Commute.org offers free bike education and virtual workshops on bike safety, rules of the road, bike commuting, and family biking. These workshops are available to employers and residential properties in San Mateo County.

The Transportation Coordinator/HOA representative may promote webinar training videos on the property's dedicated website and resident newsletter, accessible on the links below.



- [Bike Safety and Rules of the Road](#)
- [Finding the Best Bike for You - Tips for Any Budget](#)
- [Bike Commuting](#)
- [Family Biking - How to Bike Safely with Adults and Kids of Any Age](#)
- [How to Haul Anything by Bike](#)



Residents who commute by bicycle can find cycling information and log in at <https://511.org/biking>. The 511 system provides significant resources for bicycle commuters, including:

- ◆ Bicycle maps
- ◆ Location of bike lockers
- ◆ How to take your bike on public transit
- ◆ How to take your bicycle across Bay Area toll bridges
- ◆ How to ride safely in traffic
- ◆ Tips for bike selection
- ◆ Links to bicycle organizations
- ◆ Bike to Work Day
- ◆ Bike Commute Calculator
- ◆ Tips on bike commuting



Safe Routes to Schools⁴

Safe Routes to School (SRTS) programs promote healthy, safe transportation by making it easier and more fun for students to bike or walk to school and reducing traffic congestion during pickup and drop-off.

The San Mateo County Office of Education can help residents and local schools with SRTS programs. Check out their [website](#) below to learn more. The city of Menlo Park's Safe Routes to Schools Program website is [here](#). Additional bike-to-school resources are available at <https://511.org/biking/bike-to-school>.



The 68 Willow Road project is in the Linfield Oaks neighborhood in Menlo Park. Linfield Oaks is the third most walkable neighborhood in Menlo Park, with a Walk Score of 68. A Walk Score of 68 out of 100 indicates the site is "Somewhat Walkable," so some errands can be accomplished on foot. Nearby parks include Hopkins Park, Johnson Park, and Timothy Hopkins Creekside Park.

Two nearby preschool and daycare centers are within one-quarter mile of the project.

1. **Safari Kid Preschool** - 107 Clover Ln, Menlo Park 0.26 mi
2. **Whole Kid School** (year-round center for three months to five years old) - 135 Willow Rd, Menlo Park 0.26 mi

Within steps of the project site are two SamTrans bus routes serving the Hillview Middle School (Route 83) and Encinal Elementary School (Route 88).

⁴ <https://commute.org/resources/schools/>

SECTION II – TDM INFRASTRUCTURE & PHYSICAL MEASURES

The following physical infrastructure measures support commuters who use alternative transportation. These TDM Plan components will be installed or coordinated during construction.

3.0 BICYCLE AND PEDESTRIAN FACILITIES

M8 – Long-Term Bike Parking (Class I)

The project will provide on-site long-term Class I bicycle parking facilities for each of the 50 resident units. The project's bicycle facilities will comply with CALGreen minimum bicycle parking requirements.

M8 – Short-Term Bike Parking (Class II)

The applicant will provide six short-term bicycle parking facilities (racks), each capable of accommodating two bicycles, for a total of 12 bicycle parking spaces. Bike parking within the right-of-way may require an encroachment permit and maintenance agreement. If bike racks are installed on the sidewalk, they will not encroach on pedestrian space or violate ADA requirements.



Doubled Bike Parking (Class I)

The project will provide twice as many on-site long-term Class I bicycle parking facilities for each of the 50 resident units.

[CALGreen | California Department of Housing and Community Development](#)

M8 - Secure Bicycle Storage

Comply with CALGreen minimum bicycle parking requirements.

Provide safe and convenient long-term (Class I) bicycle parking. Long-term bicycle parking should provide weather protection and convenient access to and from the street without requiring stairs, with doorways and corridors wide enough to accommodate a bicycle.

Short-term (Class II) bicycle parking should be near pedestrian entries and may be in the public right-of-way. Short-term bicycle parking may be used for visitors, couriers, or customers, typically for less than two hours.

Source: C/CAG TDM Checklist – Residential Land Use

M23 – Gap Closure

The project's frontage improvements will include removing the existing curb and gutter and replacing them with an extended 10-foot sidewalk (with tree wells behind the curb) along both frontages. The extra-wide sidewalk will enhance the project's walkability and safety.

M23 – Gap Closure

Construct or enhance the quality of biking and walking facilities to/from existing trails, bikeways, and/or adjacent streets.

Establish pedestrian and bicycle connections from a project site to existing trails, bikeways, or adjacent streets. This can promote walking and biking by improving safety and comfort, and making local and regional connections easier to access. This measure not only benefits site employees and residents but also other pedestrians and cyclists in the area, particularly if the new development closes gaps in the bicycle or pedestrian network or improves overall access to these facilities.

Source: C/CAG TDM Checklist – Residential Land Use

M24 – Fix-it Bicycle Repair Station

The project will install a bicycle Fix-it station to allow cyclists to conduct minor maintenance on their bikes. The Fix-it includes all the tools necessary to perform basic repairs and maintenance, from changing a flat tire to adjusting brakes and derailleurs. The tools and air pump are securely attached to the stand with stainless steel cables and tamper-proof fasteners. Hanging the bike from the hanger arms allows the pedals and wheels to spin while adjusting.



M24 - Bike Repair Station

Offer on-site bike repair space/tools in a visible, secure area.

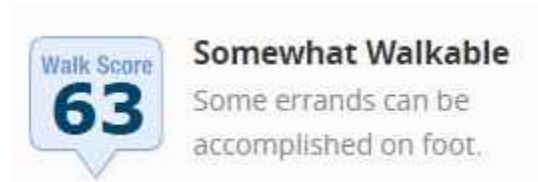
Offer a bicycle repair station or toolkit, within a designated, secure area of the building, such as a bicycle storage room, to encourage bicycling and support employees and residents who cycle. Tools and supplies may include those needed to fix a flat tire, adjust a chain, and perform other basic bicycle maintenance. Maintenance services can also be offered to each resident or employee at least once annually, covering basic services such as a tune-up and inspection.

Source: C/CAG TDM Checklist – Residential Land Use

4.0 NEARBY AMENITIES

Nearby Amenities and Services

This project has several amenities nearby. 68 Willow Road has a Walk Score of 63 out of 100. This location is somewhat walkable, so that some errands can be accomplished on foot.



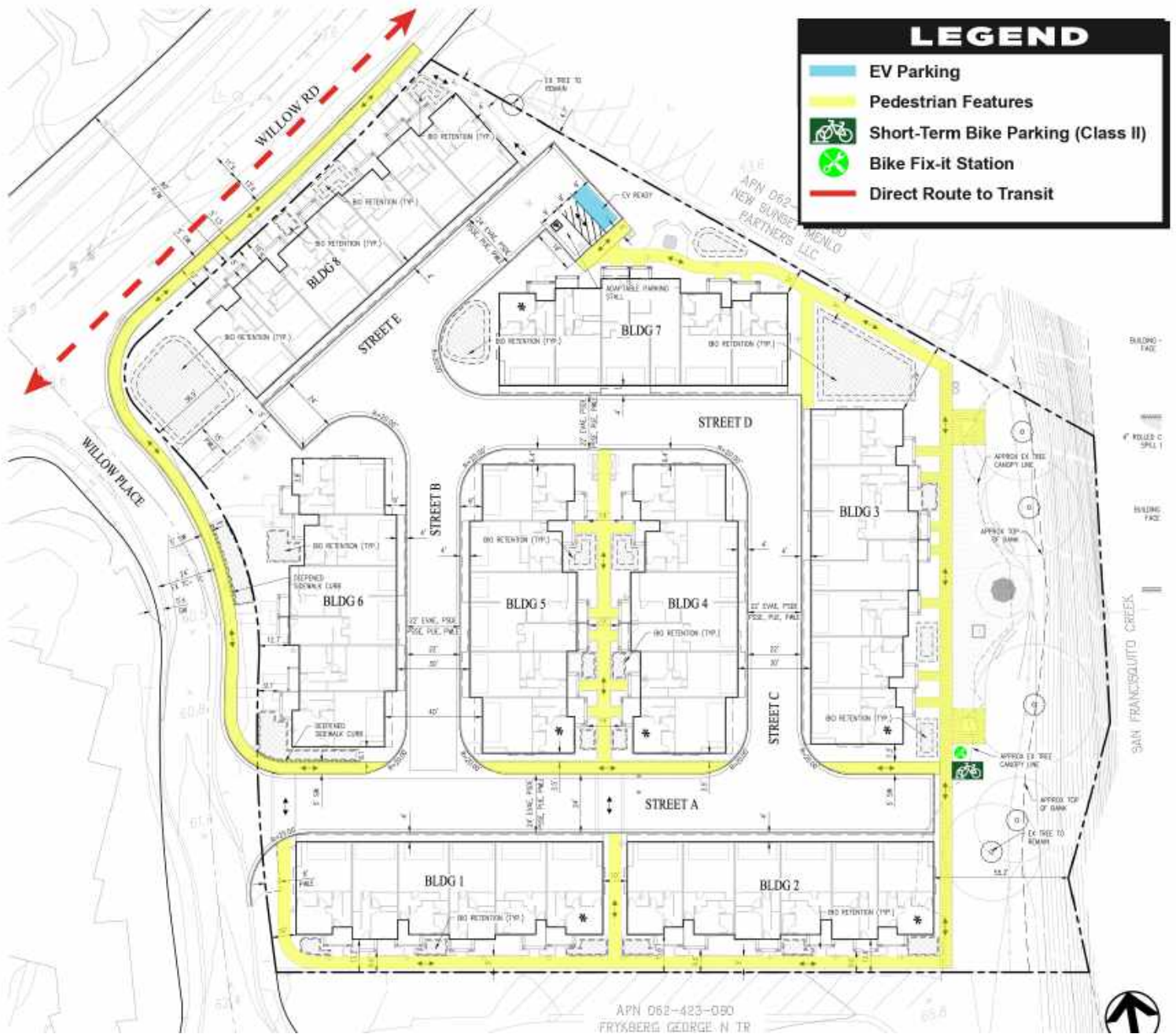
This location is in the Linfield Oaks neighborhood in Menlo Park. Nearby parks include Hopkins Park, Johnson Park, and Timothy Hopkins Creekside Park. To the right is a list of nearby food and personal services within walking or biking distance of the project.

Amenity	Name	Distance
Restaurants	Butterscotch On The Go	.2mi
Coffee	Mademoiselle Colette	.3mi
Bars	Saddle Room Bar	.4mi
Groceries	The Willow's Market	.2mi
Parks	Hopkins Park	.1mi
Schools	Menlo-Atherton High School	.6mi
Shopping	Laurie Chestnutt Florals	.3mi
Entertainment	Varsity Theatre	.5mi
Errands	Hair By Monique	.4mi

5.0 TDM SITE PLAN

Below is the TDM site plan showing the trip-reduction design elements for the project, including short— and long-term bicycle parking, a bicycle repair station, and pedestrian elements.

68 Willow Road – TDM Site Plan



SECTION III – PROGRAMMATIC TDM MEASURES

M2 – Orientation, Education, Promotional Programs and Materials

The HOA representative/TDM Coordinator will offer new residents an orientation, educational program, and materials.

The TDM Coordinator will develop and implement a marketing campaign to provide project residents. The campaign will include information on travel options and encourage the use of transit, shared rides, walking, and biking. Residents will receive welcome packets with information about nearby amenities (e.g., bus stops, parks, schools, stores, etc.), travel options (e.g., transit service, biking, and walking routes, etc.), and available transportation benefits and incentives (e.g., bike share program, free guaranteed ride home program, and \$100 monthly vanpool group subsidy programs, etc.).

Resident outreach and promotional materials will include the project's commuter flier. This flyer will consist of (but is not limited to) information on transit options, bicycle routes, and resources. The flier will promote commuter assistance, incentives, and rewards with links to helpful resources.

On the right is a sample flier.

Resident communications may include emails and newsletters, postcards, and fliers. Below are sample images of mass communication.



E-Bike Safety Tips

Need a quick run-through on e-bike safety? Check out this [e-bike safety and etiquette video](#). You'll learn all of the basic tips and more.

FREE Transit Youth Rides

It's Back-to-School time and what better way to avoid the long drop-off line at school than FREE transit? Yes, children between ages 0-18 can ride [Yolobus](#) and [Sacramento RT](#) bus, light rail, and Smart Ride for **FREE**.

If you live in the [Yolobus BeeLine Service Area](#), rides are only \$.50 for youth.

For trip planning assistance, public transit information, or any commuter need, please reach out.

New Owner TDM Welcome Packet

The applicant will develop a comprehensive New Homeowner TDM Welcome Packet, which includes a commuter resource flyer and essential links to transit schedules, bike maps, and Commute.org resources. This packet is designed to introduce new homeowners to the community's sustainable transportation initiatives and support the project's commitment to reducing traffic congestion and promoting eco-friendly commuting. By providing these resources, the packet aims to empower residents to make informed, environmentally conscious transportation decisions as they settle into the community's vibrant and eco-conscious environment.

Online HOA Commuter Resource Webpage

The project's HOA will develop a transportation and commute information webpage for residents. The webpage will contain transportation information and resources, including promotions, incentives, guaranteed ride home information, Bay Area Spare the Air notices, transit and free shuttle schedules, Commute.org ride-matching, and other related information. Below is a sample commuter resource webpage.

Sample HOA Commuter Resource Webpage

68 WILLOW ROAD

MENLO PARK COMMUTE OPTIONS

Looking for Something?

HOME BIKE/E-BIKE WALK BUS CALTRAIN CARPOOL VANPOOL WORK FROM HOME RESOURCES CONTACT

- Welcome Packet
- Commuter Resource Flier
- Transportation Resource Links
- CC&R Trip Reduction Language
- HOA Transportation Coordinator
- Annual Required Transportation & Commuter Survey
- Guaranteed Ride Home Program

Welcome to the 68 Willow Road Commuter Resource website!
Your participation in the sustainable and trip reduction programs per the City of Menlo Park is crucial. For your success, this website will help guide you to promote alternative transportation methods and steps towards better air quality.

For additional information or assistance, please contact your Transportation Coordinator at HOA@68WillowRoad.com.

M2 – Orientation, Education, Promotional Programs and Materials

Offer new residents an orientation or educational resources.

Offer new employees or residents an orientation, education program, or materials. This should explain the importance of trip-reduction methods and provide information on on-site alternative transportation options, including transit schedules, maps, and trip-planning tools. These orientation or education programs and materials can also highlight transportation-focused benefits or amenities available to employees or residents, such as pre-tax benefits, car share, bike share, or shuttle services.

Source: C/CAG TDM Checklist – Residential Land Use

M3 – Designated TDM Coordinator/Contact

The homeowner's association (HOA) representative will identify a TDM Contact person responsible for implementing alternative commute programs and the elements outlined in this plan.

The TDM Coordinator will assist residents in choosing sustainable travel options and in accessing commuter resources. Information on shuttle and bus routes, transit connections, shuttle and transit schedules, bike maps, and all other options available to residents should be presented in one place and regularly shared with residents. The city shall receive the current name and phone number of the designated TDM contact who coordinates promotional programs, updates information on the information boards/kiosks, and serves as the official point of contact for administering the annual survey.

Outreach may include emails, newsletters, and articles in resident communications. Tasks may include:

- Promote trip reduction and air quality strategies for residents.
- Be the main point of contact for residents wanting to commute using an alternative transportation mode.
- Work with local organizations such as Commute.org, Caltrain, SamTrans, BART, Commute.org, 511 Rideshare, Silicon Valley Bicycle Coalition, and the Bay Area Air Quality Management District (BAAQMD).
- Participate in the BAAQMD Spare the Air program and notify residents when Spare the Air Days are imminent.
- Promote a guaranteed emergency ride home (GRH) program, car and vanpool ride-matching, carpool matching, and bicycle resources.



The project's TDM Coordinator will work closely with Commute.org's programming team to encourage their tenants to make smart transportation choices, including carpooling, vanpooling, taking the bus, train, shuttle, or ferry, biking, and walking. Commute.org and the project's TDM Coordinator will also facilitate resident carpool matching.

M3 - TDM Coordinator/Contact Person

Provide a tenant/resident TDM coordinator/liaison, who may be contracted through a third-party provider, such as Commute.org.

Provide the TDM coordinator or point of contact. This individual may be an employee of the development project, an HOA representative, or a contractor engaged by a third-party provider. The TDM coordinator should oversee and manage the implementation of the project's TDM Plan. In this way, a single representative of the property owner is aware of and responsible for the orderly and timely implementation of all aspects of the TDM Plan and can effectively manage its components.

Source: C/CAG TDM Checklist – Residential Land Use

6.0 COMMUTER RESOURCES

M4 – Transportation Management Association (TMA) Participation

The project shall participate in a TMA. TMAs are private, nonprofit organizations, typically run by a volunteer Board of Directors and a small staff. Commute.org (formerly the Peninsula Traffic Congestion Relief Alliance) operates as a TMA organization in Menlo Park. Commute.org provides:



- Shuttle programs
- carpool and vanpool matching
- Parking management programs
- Trial transit passes
- Emergency ride-home programs
- Enhanced bicycle facilities
- Car and vanpool incentives
- Transit advocacy
- information on local issues
- Teleworking
- Training
- Marketing programs
- Promotional assistance
- Newsletter

M4 - Actively Participate in Commute.org or Transportation Management Association (TMA) Equivalent

Obtain Certification of registration from Commute.org or equivalent TMA incorporation documents.

Sites shall register with Commute.org or join or create a Transportation Management Association (TMA) that provides equivalent TDM services and coordinates transportation-related programs and services within specific geographic areas.

There are five components an applicant must fulfill to implement this measure satisfactorily:

1. Obtain Certification of participation with Commute.org, or equivalent program.
2. Provide commute assistance or a ride-matching program.
3. Provide (or fund) a dedicated shuttle program/consortium or equivalent transit service.
4. Provide Guaranteed Ride Home (Read more about [Guaranteed Ride Home](#))
5. Supply orientation, education, and promotional programs and/or materials for tenants

For all other project sizes and land use classifications, the third component above is not required under this measure.

Source: C/CAG TDM Checklist – Residential Land Use

Commute Information – Personalized Planning

Commute.org can help residents plan by offering tailored recommendations based on their work schedules, pre- and post-work commitments, and other essential factors. Residents can complete the questionnaire to describe their commute, and Commute.org will provide a plan to make it easier. Below is an image of the Commute.org Plan My Commute web page.



Plan my commute

[Commute.org](#) provides residents and employees commuting to or from [San Mateo County](#) with personalized commute recommendations based on your work schedule. Unlike a trip planning tool, Commute.org staff considers your before and after work commitments and any other factors that are important to you.

Please answer a few basic questions about your commute below. After submitting your form, you should hear from us within 7 business days to review your options.

If you need immediate assistance, please contact us at support@commute.org.

Try Transit Passes

The project will promote Commute.org's Try Transit Passes to residents considering switching to transit. Drive-alone commuters can apply for free transit passes for their commute. Incentivizing commuters to switch to a different mode of travel is critical to shifting behavior away from driving alone. Commuters can learn more about the Try Transit program at <https://commute.org/rewards/#try-transit>.



Guaranteed Ride Home Program

The My.Commute.org STAR program provides residents with access to the free, guaranteed ride home (GRH) program. Residents who enroll in the program (who do not drive alone to work) and work in San Mateo County will receive a reimbursement for an Uber or Lyft ride home. The GRH trip reimbursement provides up to \$60 per ride (for four trips per eligible commuter per year).



The GRH program is integrated into the Commute.org STAR Platform and requires users to register in advance to participate.

<p>WHO IS ELIGIBLE FOR A GRH REIMBURSEMENT?</p> <ul style="list-style-type: none">• Must be 18 years or older• Must work or go to a participating college in San Mateo County• Used an alternative to driving alone to get to work or college on day GRH is needed• Must have a STAR account and log trip to work or college on my.commute.org <p>WHAT TYPES OF EMERGENCIES ARE ELIGIBLE FOR A QUALIFIED GRH TRIP?</p> <ul style="list-style-type: none">• Personal or family illness or emergency• Home emergency• Eldercare or daycare emergency• Bicycle theft or breakdown• Unforeseen change of work schedule• Inclement weather (for walkers/bicyclists)• Carpool partner emergency resulted in loss of ride home	<p>WHAT TYPES OF TRIPS OR REASONS ARE NOT COVERED?</p> <ul style="list-style-type: none">• Transit delays• Natural disasters• Personal errands or appointments• Ride to work• Using a ride-hailing app (e.g. Uber or Lyft) to work or college is not a qualifying alternative commute mode• Carpool app provider cannot find a match to get the commuter home• Non-emergency side trips• Business related travel• Transportation to a doctor or hospital resulting from an on-the-job injury (GRH cannot be used to replace an employer's legal responsibility under workers' compensation regulations.) <p>HOW WILL I GET HOME?</p> <p>GRH program participants decide how to get home (e.g. taxi, ride-hailing app, transit, or combination).</p>
<p>HOW DO I REQUEST A REIMBURSEMENT?</p>	<p>STAR users can redeem a GRH reimbursement request via the incentives area in their STAR account. Participants must complete questionnaire provided in reimbursement request and provide GRH trip receipt(s) to receive reimbursement.</p> <p>Reimbursement requests must be submitted within 30 days of GRH trip.</p> <p>Visit Commute.org and click on the Guaranteed Ride Home button for program rules and limitations.</p>

M5 – Carpool/Vanpool Ride-matching Program

The Commute.org carpool matching resources are available in San Mateo County to help commuters reach their destinations by alternative commute modes. Commute.org offers incentives, bonuses, and gift cards for trip logging. The project will promote ridesharing resources and help encourage and incentivize commuters to carpool.



M5 - Carpool or Vanpool Program

Establish a carpool/vanpool program for tenants and register the program with Commute.org.

Carpooling and vanpooling are forms of ridesharing that allow vehicles to carry additional passengers on a trip while minimizing extra mileage. Carpooling generally uses participants' own automobiles. Vanpooling generally uses leased vans (often supplied by employers, non-profit organizations, or government agencies). Carpool and vanpool programs may receive financial incentives from property managers or employers, as well as ride-matching services to help facilitate these shared trips.

Source: C/CAG TDM Checklist – Residential Land Use

Carpool Incentive Programs

- Residents living in or commuting through San Mateo County can participate in the Commute.org \$100 carpool incentive program. Residents who complete 10 days of carpooling activities and log or track their carpool trips in the STAR program may receive a \$25 e-gift card, up to \$100.
- Carpool lanes, also known as high-occupancy vehicle (HOV) lanes, can reduce commute times. During commute hours, carpool lanes require commuters to be in a carpool, vanpool, public transit vehicle, or



riding a motorcycle. Carpool lanes vary in hours of operation and minimum occupancy requirements. A list of HOV hours of operation and restrictions is available at <https://511.org/carpool-vanpool/carpool/lanes>.

- Park and Ride Lots provide 150 free park-and-ride lots conveniently located throughout the Bay Area, where carpool partners or vanpools can meet in a central location. Many lots also feature easy access to transit connections and bike lockers.

Bicycle Incentive Program

Commuters who log bicycle trips on the Commute.org website will be eligible to receive up to \$100 in e-gift cards annually. For every ten bicycle commutes, residents earn a \$25 e-gift card.



7.0 EXISTING LOW-INCOME, INCOME-ELIGIBLE RESOURCES

Transit Subsidies

The applicant will coordinate with Commute.org to provide qualified residents with free transit passes through the Go Pass Program. Commute.org was selected to continue its partnership with Caltrain on the Go Pass Donation Program for 2024. Caltrain helps make this program successful by supporting program improvements, marketing collateral, and customer service for participants.

Residents can apply for a free Caltrain Go Pass in English or Spanish at the following link: <https://commute.org/resources/assistance-programs/>. The transportation coordinator will facilitate residents' application for and receipt of free or discounted transit passes.

Go Pass recipients must use the pass for their work commute or while looking for work. The application form provides more details. The flyer is attached.

Clipper START Discounted Pass

The Metropolitan Transportation Commission (MTC) initiated a new means-based discount program for eligible low-income adults. Clipper START discounts are 50 percent. More information is available at www.clipperstartcard.com/s/.



Clipper Card Discounts for Youth, Seniors, and Riders with Disabilities

Youth (ages 5-18), seniors (ages 65 and over), and riders with disabilities can receive reduced fares and access discounted passes. Clipper card using an acceptable form of Identification. For more information on how to apply, visit the webpage:

www.clippercard.com/ClipperWeb/discounts.html.



Low-Income Community Transportation Benefits Program

The Community Transportation Benefits Program helps cover transportation costs for qualifying individuals in San Mateo County. Participants can choose from one of two options that meet their needs:

1. [Clipper Card](#) with a value of \$100 (annual benefit) or
2. [FasTrak® toll](#) tag/transponder with the value of \$100 (one-time benefit)



For more information on how to apply, visit the webpage:

<https://smcexpresslanes.org/program/equity-program/>

California E-Bike Purchase Incentive Program

The California Air Resources Board announced an Electric Bicycle Incentive Program (EBIP). EBIP will provide incentives for eligible e-bikes to income-qualified consumers at the time of purchase on a first-come, first-served basis. Furthermore, EBIP will pilot an approach to:

- 1) Help people replace car trips with e-bike trips,
- 2) Increase access to electric bicycles,
- 3) Reduce greenhouse gas emissions and improve air quality.

More information is available at <https://www.calbike.org/next-steps-for-californias-e-bike-voucher-program/>.

SECTION IV – TDM MONITORING AND REPORTING

A comprehensive program of TDM measures and incentives can reduce parking demand, traffic, and air pollution, creating a more sustainable residential environment while freeing up valuable land for higher and better uses.

Adequate parking, traffic congestion, and air pollution are critical concerns in maintaining a healthy city economy. Traffic congestion results in time loss to residents and commuters and increased demand for City fiscal resources for roadway construction and maintenance.

According to the U.S. Environmental Protection Agency, "mobile sources account for more than half of air pollution in the United States. The primary mobile source of air pollution is the automobile." "... Today's motor vehicles are still responsible for up to half of all the emissions released into the air. "In the Bay Area, the transportation sector accounts for more than 50 percent of air pollution and more than 40 percent of greenhouse gas emissions." ⁵

8.0 MONITORING AND REPORTING

The TDM Plan aims to reduce SOV trips and lessen parking demand, traffic congestion, and mobile-source-related air pollution.

This TDM Plan shows how the project will comply with the TDM measures. Regular monitoring will ensure that the implemented TDM meets the requirements. The project applicant and TDM Coordinator will ensure the implementation of the TDM Plan and prepare an annual monitoring report for the City of Menlo Park. The city will coordinate with the project to approve the monitoring methodology.

Trip Generation

Submittal requirements for the TDM Plan include presenting an estimated daily trip generation based on ITE trip-generation rates for the proposed use. The project is a single-family (attached) housing project with land use code 215. Morning AM trips are 24, and PM trips are 29. A 25 percent reduction in AM peak-hour trips totals 6, and in PM trips, 7. Below are the estimated trips for a 50-unit site, showing the 25% reduction and the resulting not-to-exceed trip count.

⁵ Bay Area Air Quality Management District, Aaron Richardson, Public Information Officer

Land Use	ITE		Daily	AM Peak Hour						PM Peak Hour					
				Code	Size	Unit	Rate	Pk-Hr	Trips			Pk-Hr	Trips		
									Rate	In	Out		Total	Rate	In
Single-Family - attached (townhomes)	215	50	DU	7.2	360	0.48	6	18	24	0.57	17	12	29		
City Trip Reduction Requirement			-25%		-90		-2	-5	-6		-4	-3	-7		
Net new trips less 25%					270		5	14	18		13	9	21		

Notes:

All rates are from: Institute of Transportation Engineers, *Trip Generation, 11th Edition* (average rates, expressed in trips per dwelling unit (DU))

Calculations not verified by a traffic engineer.

Commute.org Certified Developer Program

The applicant, or future HOA representative/TDM Coordinator, will participate in the Commute.org Certified Development Program and its annual requirements. The Certified Development Program provides developers (with projects in San Mateo County) with a formal certification of their active participation in Commute.org programs and services.

The developer must apply for and obtain Pre-Certification during the pre-construction phase, and then complete the remaining steps to achieve full Certification upon completion of the development.

Annually, project surveys are submitted to Commute.org to maintain Certification. This certification program was created as part of the Countywide Monitoring TDM Program, and the Certified Developer Program flier is attached.

Annual Driveway Hose Count Study

The HOA representative/TDM Coordinator will conduct an annual driveway trip count study. The trip count study will document achieving the net new peak-hour vehicle trips below the 20 percent requirement. The driveway cordon hoses will be placed for one week to track all peak-hour trips, and the five-day peak-hour average will be calculated.

The peak period is 6:00 a.m. to 10:00 a.m. and 3:00 p.m. to 7:00 p.m. The peak hour is the period of the day with the highest daily volume, typically during the morning and afternoon commutes. Traffic counts will be obtained during AM and PM peak periods, and the volume from the heaviest hour in each period will be used to define peak hours for that period. The highest net trips from AM or PM peak hours will be used.

Net trips will be calculated by subtracting the number of trips generated by the new project from the estimated ITE trips, less the 25% reduction requirement. The driveway trip count study, prepared by an independent consultant and funded by the project, will work with the HOA representative/TDM Coordinator, the designated applicant contacts, or both.

The raw driveway trip data will be provided to the city annually upon completion as part of the annual monitoring report.

Annual Resident Online Commute Survey

Because the TDM Plan is performance-based, the project will engage an independent consultant (or an outsourced TDM coordinator) to evaluate an annual commute program (a five-day weekday commute survey).

The survey will determine residents' transportation mode choice, enabling the TDM coordinator, property owners, and the city to assess the effectiveness of the program designed for this project. Survey data can focus on marketing and outreach efforts to residents based on their specific commuter interests and satisfaction with the Transportation Coordinator. The city may provide a template survey to the applicant, property owner, or HOA representative/TDM Coordinator to create the study, which is reported in the annual monitoring report.

The applicant, HOA representative/TDM Coordinator, or outsourced consultant shall collect survey responses from at least 51 percent of residents to generate a statistically valid survey.

The commute survey will be critical for monitoring, evaluating, and reducing solo-vehicle trips. By default, residents who do not participate in the commute survey will count as drive-alone or SOV commuters. Therefore, the results will be appropriately conservative. A sample commute survey question is shown below. This annual commuter survey will include non-transportation questions (e.g., awareness of programs, satisfaction with commuter marketing and information, etc.).

6. How did you GET TO WORK LAST WEEK, (select the primary transportation method you used.) If you were out of the office, please describe your "typical" weekly commute activity.

Commute Modes	
Monday	
Tuesday	
Wednesday	
Thursday	
Friday	

Dropdown menu options:

- Drove alone to worksite
- Rode as a passenger in a carpool (did not drive)
- Carpooled with an employee/colleague
- Vanpooled (5+ people)
- Rode transit (bus, shuttle, train, etc.)
- Biked to work
- Walked/jogged to work
- Teleworked/worked remotely
- Rode motorcycle/scooter
- Did not work this day

Annual Monitoring Report

The TDM annual report, covering the previous year, is due to the City Director on or before January 31. The first annual report is due after the site has been 50 percent occupied for a full calendar year. For example, if a site is 50 percent occupied in September 2025, the first annual report is due on January 31, 2026.

The annual monitoring report will include the raw driveway count, the summarized trip count, and the resident online survey data. A sample mode-use rate is shown at the left.

The proposed project does not meet the criteria of multi-family development as defined by the C/CAG TDM Policy, as it consists of for-sale, individually owned townhome units rather than rental apartments or common-interest residential communities. As such, many of the TDM checklist measures outlined in the C/CAG Large Residential TDM Checklist are not feasible or applicable to this type of ownership structure. These include M6 (Transit Subsidies), M10 (Delivery Amenities), M11 (Family-Supportive Amenities), M14 (Paid Parking at Market Rate), M22 (Active Transportation Subsidies), and M26 (Pedestrian Uses & Amenities on Ground Floor).

Commuter Modes	Percent
Teleworked	18.00%
Carpool (rider/driver)	8.00%
Public transit/private shuttle	4.00%
Biked/Scooter	2.00%
Did not work this day	2.00%
Walk/Jog/Skateboard	1.00%
Vanpool	0.00%
Total Alternative Transportation Mode-use Rate	35.00%

In place of the C/CAG TDM Checklist, the TDM Plan now includes a TDM Checklist using trip reduction/VMT estimates based on the following two sources:

- The California Air Pollution Control Officers Association (CAPCOA) Handbook for Analyzing Greenhouse Gas Emission Reductions, Assessing Climate Vulnerabilities, and Advancing Health and Equity, Dec. 2021, and
- The C/CAG VMT Estimation Tool, https://gis.smcgov.org/apps/CCAG_VMT_EstimationTool/

However, the City’s residential VMT impact threshold, at 15% below the regional average, is 11.2 daily VMT per capita. The project was coded into the model with 50 residential units, inclusive of the proposed eight affordable housing units. The project’s residential land use would generate 12.3 VMT per resident per day, exceeding the 11.2 VMT per resident per day impact threshold. Therefore, the project would need to reduce its VMT by 9% to eliminate its potentially significant VMT impact.

The project would be required to meet a trip-reduction target of 25% per C/CAG (see peer review comments below), exceeding the 9% VMT reduction required. Therefore, with the implementation of a TDM Plan, the project’s VMT impact would be minimal.⁶

Below is a checklist and accounting of the TDM Plan's performance rating, demonstrating that the project can achieve at least a 35% reduction.

⁶ Transportation Analysis for 68 Willow Road, Hexagon Transportation Consultants, Inc., October 17, 2025

68 Willow Road Townhomes —TDM Plan
October 22, 2024 (updated: December 10, 2025)

Name	Description	Max VMT Reduction	Weighted VMT Reduction	Applied VMT Reduction
Parking Infrastructure and Pricing				
M8 - Provide Bike Facilities	Provide and maintain Class I & III bike parking	1.00%	100.00%	1.00%
TDM Programs				
Shared Ride				
M5 - Ride-Sharing Programs	Organize a program to match individuals interested in carpooling who have similar commute patterns. Strategy encourages the use of carpooling, reducing the number of vehicle trips and thereby reducing VMT.	2.00%	80.00%	1.60%
Other				
M4 - Actively Participate in Commute.org	The project shall participate in a TMA or TMA-like organization such as Commute.org. TMAs are private and non-profit organizations, typically run by a voluntary Board of Directors and a small staff.	15.00%	100.00%	15.00%
23 - Gap Closure	The project's frontage improvements will include removing the existing curb and gutter and replacing them with an extended 10' sidewalk (with tree wells behind the curb) along both frontages. The extra-wide sidewalk will enhance the project's walkability and safety.	7.00%	100.00%	7.00%
M24 - Bicycle Fix-it Repair Station (C/CAG)	install a bicycle Fix-it station to allow cyclists to conduct minor maintenance on their bikes. The Fix-it includes all the tools necessary to perform basic repairs and maintenance, from changing a flat tire to adjusting brakes and derailleurs.	0.50%	100.00%	0.50%
Marketing & Education				
Commute Trip Reduction (CTR) Marketing and Education	This strategy builds awareness and shapes commuter attitudes by implementing a targeted marketing campaign for all project employees and visitors. The goal is to promote the benefits and availability of transit, shared rides, and active transportation options.	4.00%	100.00%	4.00%
	Key tactics may include incorporating alternative commute options into new employee orientations, hosting event promotions, and distributing informational publications. By proactively delivering information and encouragement, CTR Marketing and Education influences daily commuting choices and reduces drive-alone trips, helping to lower vehicle miles traveled (VMT).			
	<i>While this strategy focuses on messaging and outreach, it complements—but is distinct from—the operational support provided through a complete CTR Program.</i>			
Implement Commute Trip Reduction Program	This approach delivers a comprehensive and action-oriented program to change commuting behavior directly. Unlike marketing alone, this program provides structured support services that assist employees in adopting sustainable commute options.	5.20%	100.00%	5.20%
	Program elements include carpool matching assistance, vanpool formation support, flexible or alternative work schedule policies, and installation of end-of-trip facilities like secure bicycle parking. An active monitoring and adjustment component ensures that the program evolves based on changes in commuter mode share over time.			
	<i>While the CTR Program is operational, it works synergistically with CTR Marketing and Education to amplify results by converting awareness into sustained action.</i>			
Voluntary Travel Behavior Change Program	This strategy centers on personalized engagement and empowerment by helping individuals analyze and adjust travel behaviors. Programs may include mass communication campaigns, travel diaries, feedback tools (such as calorie trackers tied to walking or biking), and personalized travel feedback.	4.00%	100.00%	4.00%
	By encouraging individuals to reflect on their travel choices and offering tangible incentives and feedback, Voluntary Travel Behavior Change Programs foster long-term, internalized motivation to use shared modes, transit, walking, and biking, reducing VMT.			
	<i>Distinct from broad marketing efforts or structured commute programs, this strategy focuses on individual psychological shifts but enhances the effectiveness of CTR Marketing and CTR Program Implementation by reinforcing positive behavioral changes at the personal level.</i>			
Total VMT Reduction Collections		38.70%		38.30%

* The total VMT reduction for a collection of TDM measures may not equal the sum of the reduction achieved by each individual measure due to interactions among different measures, diminishing returns, and competition between measures. Furthermore, some TDM measures listed above overlap others so care must be taken to avoid double counting from related measures. Developers are advised to work with City staff and/or third-party transportation consultants when selecting which measures are most appropriate for the site location and land use(s) and when estimating the VMT reduction that could be achieved by a set of TDM measures.

Sources: California Air Pollution Control Officers Association (CAPCOA) Handbook for Analyzing Greenhouse Gas Emission Reductions, Assessing Climate Vulnerabilities, and Advancing Health and Equity, Dec. 2021, and Hexagon Transportation Consultants, Inc.

No Expiration of TDM Plan or Programs

All measures in this TDM Plan will continue to be implemented by the applicant on an ongoing basis. There is no expiration date for this plan as it runs in perpetuity. The City of Menlo Park may conduct periodic on-site audits to verify implementation of the plan's TDM measures.

The project CC&Rs will also include trip-reduction language that highlights the homeowner's responsibility to participate in the annual transportation survey. The CC&Rs (Covenants, Conditions, and Restrictions) will set guidelines and regulations governing homeowners' behavior, duties, and trip reduction obligations within the community.

The project's Homeowners Association (HOA) will be responsible for implementing and administering the Transportation Demand Management (TDM) Program and maintaining compliance with the Commute.org Certification of Participation on behalf of the development. This includes ongoing coordination with any required commuter outreach efforts, distribution of TDM information to residents, and completion of all the necessary monitoring and reporting in accordance with the project's Conditions of Approval.

The HOA will ensure that required TDM monitoring activities, including resident surveys and annual reporting, are completed promptly and submitted to the City as needed. The HOA may retain a qualified third-party consultant to support implementation, monitoring, and reporting obligations.

The HOA will establish a mechanism to fund TDM program administration, monitoring activities, and any applicable City fees or penalties associated with non-compliance. Funding may be collected through HOA assessments or other legally permissible means to ensure sufficient resources are available to meet ongoing TDM obligations throughout the project's life.

TDM Plan Modifications

The City Director may approve minor modifications to an approved TDM plan that are consistent with the original findings and conditions approved by the review authority and would result in the same target minimum alternative mode use.

Enforcement of TDM Plan or Programs

According to the Zoning Code 11.64.090 – Administration, all projects are expected to implement their TDM program and meet the stated trip-reduction goals. Section 11.64.090 reads, "The city of Menlo Park shall certify annually to the congestion management agency that the ordinance codified in this chapter remains in effect. (Ord. 867 § 1 (part), 1995)."

9.0 FINDINGS AND CONCLUSION

The proposed trip-reduction measures are feasible and appropriate for the project, given its use, location, size, and hours of operation.

The proactive 68 Willow Road Townhomes TDM Plan identifies specific elements, measures, and actions to promote existing resources and programs, enhance future benefits, and create a resident-focused program. Outreach, ongoing marketing and promotions, a free, guaranteed emergency ride-home program, transit resources, and commuter transportation services will support an effective and successful program for the project.

This TDM Plan describes mitigation measures integrated to support resident commuting and innovative efforts identified for implementation. It outlines the steps required (infrastructure and programming) for the project when marketing to residents, and periodic program assessments will provide the information needed to demonstrate effectiveness.

The TDM Plan details this commitment by emphasizing TDM infrastructure, amenities, and outreach activities to reduce average daily trips. Ridesharing strategies maximize existing transportation resources, support the city's goals and objectives, and ultimately expand the transit system's reach for commuters.

The City of Menlo Park promotes environmental stewardship to maintain a safe, healthy, and sustainable city and recognizes the need to protect the climate system for current and future residents. The 68 Willow Road Townhomes project will help Menlo Park thrive by balancing these needs with economic growth.

ATTACHMENTS

Nearby Amenities

Resident Caltrain Go Pass Program Flier

Sample C/CAG TDM Checklist – Large Residential

Commute.org Certified Developer Program Flier

Nearby Amenities

List of Nearby/Offsite Amenities (0.30 Miles)
68 Willow Road, Menlo Park, CA

Restaurants, Cafes/Delis, Coffee, and Bakeries	Phone #	Distance Away
<ul style="list-style-type: none"> • Butterscotch 60 Middlefield Road, Menlo Park, CA 	650-303-7361	0.20 mi.
Retail	Phone #	Distance Away
<ul style="list-style-type: none"> • The Willows Market 60 Middlefield Road, Menlo Park, CA 	650-322-0743	0.20 mi.
Health, Beauty & Fitness	Phone #	Distance Away
<ul style="list-style-type: none"> • Menlo Pediatric Dental 90 Middlefield Road, Menlo Park, CA 	650-323-0264	0.20 mi.
<ul style="list-style-type: none"> • Atherton Center for Advanced Dentistry 150 Middlefield Road #101, Menlo Park, CA 	650-299-1480	0.30 mi.
Community	Phone #	Distance Away
<ul style="list-style-type: none"> • Free Little Library – Waverley Street 193 Waverley Street, Menlo Park, CA 		0.30 mi.
Daycare	Phone #	Distance Away
<ul style="list-style-type: none"> • Whole Kid School 135 Willow Road, Menlo Park, CA 	650-382-9388	0.20 mi.
<ul style="list-style-type: none"> • Safari Kid Menlo Park 107 Clover Lane, Menlo Park, CA 	650-322-0192	0.30 mi.

Resident Caltrain Go Pass Program Flier

Free Caltrain Pass

FOR ELIGIBLE APPLICANTS

Caltrain Pass Forward provides free train trips on Caltrain between any zone at any time. Approved applicants will receive a special Clipper Card loaded with the Pass Forward. This card must be used to tag on and off at the Caltrain Stations for valid use.

Go Passes are valid until 12/31/24 with limited supply.

Eligibility requirements

- Make less than \$70,000/year
- Work or live in San Mateo County
- Use the pass to get to work or for job searching purposes
- Use the pass at least twice a week



Note: Students and retired workers are not eligible for this program.

The Pass Forward only applies to Caltrain, but you can add cash value to your special Clipper Card at Caltrain ticket vending machines or at the counter at Whole Foods and Walgreens.

Steps to Apply

1 CHECK ELIGIBILITY

Before applying, please review if you are eligible above to receive Go Pass.

2 APPLY HERE

Scan QR or go to <https://forms.office.com/r/rWFT8UP7b0> to submit application form



3 CALTRAIN SURVEY REQUIRED

Use link provided in the application form or scan QR here to complete the Caltrain survey



4 CONFIRMATION

Receive email confirmations for both the application and survey when complete

5 STATUS

Receive approval or denial within 7 days. If approved, next steps will be provided

**Questions? Email gopass@commute.org
or text our help number: (650) 538-7603**

Commuter.org

***Sample C/CAG TDM Checklist –
Large Residential***

500+ ADT; ~50+ Units

About this Form

Any new development project anticipated to generate at least 100 average daily trips is subject to the C/CAG TDM Policy and must complete a TDM Checklist and implement associated measures to mitigate traffic impacts. [Read more at ccagtdm.org](http://ccagtdm.org)

Questions?
support@ccagtdm.org

A Applicant Information

Project Address		Contact First and Last Name
<input type="text"/>		<input type="text"/>
Parcel Number	Application Date	Contact Phone Address
<input type="text"/>	D D M M Y Y Y Y	<input type="text"/>
Project Jurisdiction		Contact Email Address
<input type="text"/>		<input type="text"/>

B Trip Reduction Target

Select one option based on your project's distance to high quality transit

Read more about high quality transit at ccagtdm.org/high-quality-transit

Identify your project type

<input type="checkbox"/> TOD Less than 1/2-mile from high quality transit service 25% Trip Reduction Required	<input type="checkbox"/> Transit Proximate 1/2 to 3 miles from high quality transit service 35% Trip Reduction Required	<input type="checkbox"/> Non-Transit Proximate More than 3 miles from high quality transit service 35% Trip Reduction Required
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C Required Measures

You must select all measures that apply for your project type

[Click on each measure's title for more information](#)

Measure	Project Types	Percentage	Yes
1 M2 - Orientation, Education, Promotional Programs and/or Materials Offer new residents an orientation or education program or materials.	ALL	1%	<input type="checkbox"/>
2 M3 - TDM Coordinator/Contact Person Provide TDM coordinator/liaison for tenants. May be contracted through 3rd party provider, such as Commute.org.	ALL	0.5%	<input type="checkbox"/>
3 M4 - Actively Participate in Commute.org or Transportation Management Association (TMA) Equivalent Obtain certification of registration from Commute.org or equivalent TMA incorporation documents. Select only one based on Project Type	TOD & Non-transit Proximate Transit Proximate	5% 15%	<input type="checkbox"/> <input type="checkbox"/>
4 M6 - Transit or Ridesharing Passes/Subsidies Offer tenants passes or subsidies for monthly public transit or ridesharing costs incurred, equivalent to 30% of value or \$50 - whichever is lower.	ALL	10%	<input type="checkbox"/>
5 M8 - Secure Bicycle Storage Comply with CalGREEN minimum bicycle parking requirements.	ALL	1%	<input type="checkbox"/>
6 M9 - Design Streets to Encourage Bike/Ped Access Design adjacent streets or roadways to facilitate multimodal travel.	ALL	1%	<input type="checkbox"/>
7	Total from Required Measures Sum percentages from each selected measure from rows 1-6		<input type="text"/> %

Form Continues on Page 2 →

D Additional Recommended Select enough to meet the trip reduction target from section B Click on each measure's title for more information

Measure	Project Types	Percentage	Yes
8 M5 – Carpool or Vanpool Program Establish carpool/vanpool program for tenants and register program with Commute.org.	ALL	2%	<input type="checkbox"/>
9 M10 – Delivery Amenities Offer delivery amenities, including dedicated receipt and storage areas, to reduce need for multiple trips to conduct similar business.	ALL	1%	<input type="checkbox"/>
10 M11 – Family-supportive Amenities On-site secure storage of personal car seats, strollers, cargo bicycles, or other large bicycles. Property owners can also provide shared building equipment, such as shopping carts or cargo bicycles for check out by residents.	ALL	3%	<input type="checkbox"/>
11 M14 – Paid Parking at Market Rate Offer hourly/daily parking rates proportional to monthly rate or equivalent to cost of transit fare.	ALL	25%	<input type="checkbox"/>
12 M15 – Reduced Parking Provide off-street parking at least 10% below locally-required minimums, or else below the locally-permitted parking maximums. Consideration may be required of potential spillover parking into surrounding areas.	ALL	10%	<input type="checkbox"/>
13 M17 – Developer TDM Fee/TDM Fund Voluntary impact fee payment on a per unit or square footage basis, to fund the implementation of TDM programs.	ALL	4%	<input type="checkbox"/>
14 M18 – Car Share On-Site Provide on-site car share or vehicle fleets.	ALL	1%	<input type="checkbox"/>
15 M19 – Land Dedication or Capital Improvements for Transit Contribute space on, or adjacent to, the project site for transit improvements. Select one or more	Bus Pullout Space 1% <input type="checkbox"/> Bus Shelter 1% <input type="checkbox"/> Visual/Electrical Improvements (i.e., Lighting, Signage) 1% <input type="checkbox"/> Other (i.e., Micromobility Parking Zone, TNC Loading Zone) 1% <input type="checkbox"/>	ALL → <input type="text"/> % Total percentages selected	<input type="checkbox"/>
16 M20 – Shuttle Program/Shuttle Consortium/Fund Transit Service Establish a shuttle service to regional transit hubs or commercial centers. Shuttle service should be provided free of charge to employees and guests.	Non-transit Proximate	10%	<input type="checkbox"/>
17 M21 – Bike/Scooter Share On-Site Allocate space for bike/scooter share parking.	All	1%	<input type="checkbox"/>
18 M22 – Active Transportation Subsidies Offer biking/walking incentives to tenants, such as gift card/product raffles.	All	2%	<input type="checkbox"/>
19 M23 – Gap Closure Construct or enhance quality of biking and walking facilities to/from site to existing trails, bikeways, and/or adjacent streets.	All	7%	<input type="checkbox"/>
20 M24 – Bike Repair Station Offer on-site bike repair space/tools in visible, secure area.	All	0.5%	<input type="checkbox"/>
21 M26 – Pedestrian Oriented Uses & Amenities on Ground Floor Provide on-site, visible amenities to tenants and guests, such as cafes, gyms, childcare, retail.	All	3%	<input type="checkbox"/>
22	Total from Additional Measures Sum percentages from each selected measure from rows 8 – 21		<input type="text"/> %

E Project Totals

Percentage from Required Measures Section C Row 7 %

+ Percentage from Additional Measures Section D Row 22 %

Total Percentage from all Selected Measures Sum of required and additional measures %

Trip Reduction Target Copy from Section B %

Total Percentage from all selected measures must be greater than or equal to Trip Reduction Target

F Submit Checklist

➔ See ccagtdm.org/submission for how to submit this form.

Questions?

Email Us support@ccagtdm.org

Visit Our Website ccagtdm.org

Commute.org Developer Certification Program



Certified Development Program

The *Certified Development Program* is designed to provide developers with projects in San Mateo County with a formal certification of their active participation on Commute.org programs and services. Active participation is a requirement for developments that are subject to the [C/CAG Countywide TDM Policy](#) and may also be a TDM requirement imposed on developers by jurisdictions that are not subject to the C/CAG policy. The goal of the program is to provide developers access to a set of TDM programs and services that can be integrated into the other tools they will use to reduce VMT and trip counts to new developments in San Mateo County.

This document provides guidance on how to become certified and is outlined as follows:

- Program Overview
- Certification Process
- Requirements for Active Participation
- Certification Process Flow

For more information about the Certified Development Program, please visit www.commute.org/resources/developers or contact our TDM Policy team at TDMpolicy@commute.org.

Program Overview

A development project can earn certification in the Commute.org *Certified Development Program* by successfully completing the process described in this document. The developer must apply for and receive Pre-Certification during the pre-construction phase and then, upon completion of the development, comply with the remaining steps to achieve full Certification.

Any development project subject to the C/CAG Countywide TDM Policy may be required to receive and retain *Certified Development Program* status. Projects in jurisdictions that are exempt from the C/CAG policy, may or may not be required to have the certification. The VMT mitigation and TDM programming agreements between the developers and the exempt jurisdictions can, but are not required to, include the *Certified Development Program* requirement.

Commute.org's TDM Policy team will provide guidance and support to developers throughout the process. An online platform will be used to track compliance and record completed documentation.

Certification Process

Each development project that needs or wants to be certified must complete the following steps:

1. **Register with Commute.org** and provide the following information:
 - Project name
 - Project address
 - Project description including proposed land use(s), square footage/units, parking
 - Development timeline and expected occupancy date(s)
 - Developer contact(s)
 - TDM contact(s): person(s) responsible for the TDM component of the development plan (may be a third-party consultant)
 - Jurisdiction contact(s): local jurisdiction staff that the developer is working with
2. **Consult with Commute.org staff** to verify the certification process and requirements for active participation.
3. **Submit a signed Letter of Commitment** confirming that the developer and/or their successor(s) will be active participants with Commute.org.
4. **Provide a copy of the [C/CAG TDM Policy Checklist](#)** or equivalent documentation from local jurisdiction (if applicable).
5. **Receive a Pre-Certification Letter** from Commute.org that confirms registration and commitment to active participation. Commute.org will send a letter to the developer and appropriate jurisdiction contact. This letter must be submitted to C/CAG along with the TDM Checklist (if applicable).
6. **Achieve certification status** within six months of receiving Certificate of Occupancy. Requires completion of Commute.org program training and submittal of initial TDM Survey.
7. **Maintain annual certification status** with Commute.org by complying with the requirements for active participation.

Requirements for Active Participation

Development projects will be considered active participants with Commute.org if they comply with the requirements below. Commute.org will track active participation on an ongoing basis through our online monitoring platform and provide appropriate jurisdictions with annual updates regarding active participation. Participating jurisdictions will also have access to the platform for ongoing monitoring and reporting purposes.

1. **Provide a copy of the Final TDM Plan** approved by the local jurisdiction (if applicable)
2. **Provide a copy of the Final TDM Checklist** or similar TDM requirements list approved by C/CAG or the local jurisdiction (if applicable)
3. **During the development phase:**
 - Maintain an active point(s) of contact
 - Receive communications from Commute.org
 - Inform Commute.org of any significant development changes (e.g., land use, project size, TDM Plan, development timeline/occupancy date, ownership)
4. **During the post-development phase:**
 - Maintain an active point(s) of contact
 - Receive communications from Commute.org
 - Identify the party(ies) responsible for complying with the ongoing requirements (e.g., developer, property manager, third-party consultant, key tenant)
 - If the developer outsources property management or leases the property to a single tenant, then the developer shall require the property manager and/or key tenant to register with Commute.org
 - If the development undergoes a change of ownership, then the seller is responsible for ensuring that the acquirer is introduced to Commute.org and that the responsibilities for achieving or retaining certification transfer to the new owner
 - Responsible party is required to:
 - Attend annual Commute.org program training
 - Actively promote applicable Commute.org programs and services to tenants
 - Host an annual transportation-oriented event for tenants
 - Sponsor and/or participate in Commute.org's challenges and special events
 - Participate in a Commute.org sponsored shuttle if the project is located on or near an existing shuttle route
 - Comply with the requirements of the [Bay Area Commuter Benefits Program](#) (only applies to tenants with 50+ employees)
 - Complete the following surveys on an ongoing basis:
 - TDM Survey: annual update of Commute.org TDM Survey confirming programs and services offered at the development
 - TDM Self-Certification: biennial confirmation of compliance with the C/CAG TDM Policy (if applicable)
 - Tenant Travel Behavior Survey: biennial survey of tenants' employees to capture commute mode and frequency

Commute.org

CERTIFIED DEVELOPMENT PROGRAM

The *Certified Development Program* assists developers with meeting TDM requirements for their development projects in San Mateo County. Developers can receive formal certification of their active participation in Commute.org programs and services.

Purpose

The goal of the program is to provide developers access to TDM programs and services that reduce VMT to new commercial, residential, or mixed-use developments in San Mateo County.

Why Get Certified

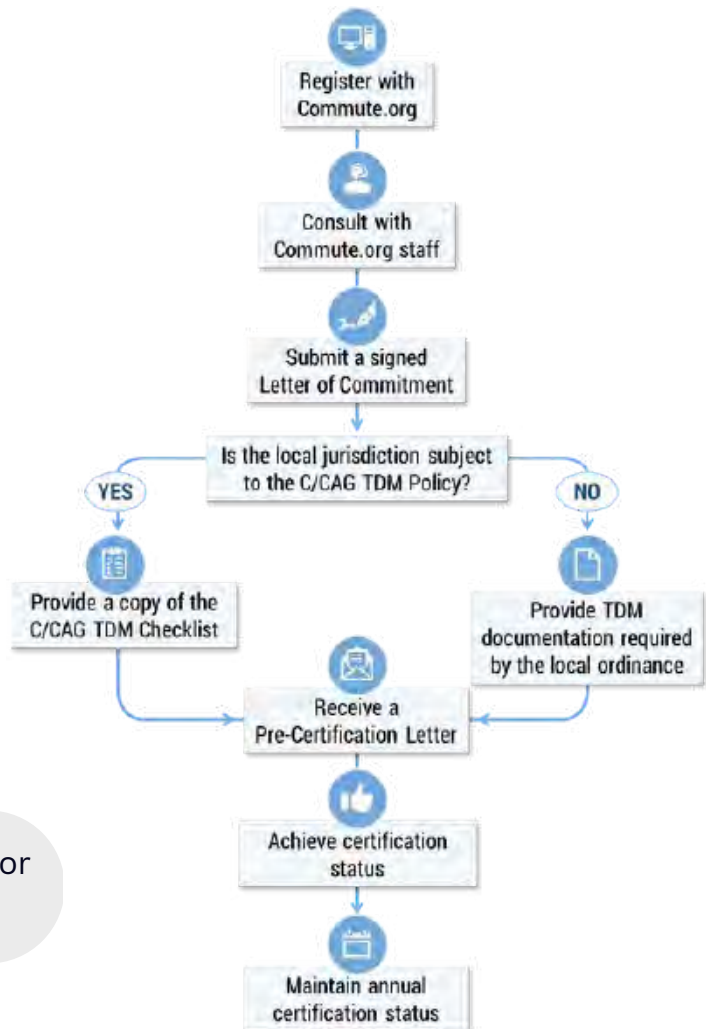
Developers may seek certification for any of the following reasons:

- Required as part of the C/CAG Countywide TDM Policy
- Required by the local jurisdiction
- Not required, but sought preemptively to achieve a more robust development application

For More information:

Visit commute.org/resources/developers or reach us at TDMpolicy@commute.org

Certification Process



Funded by:



[Insert Company Letterhead]

[Date]

Commute.org
Attn: TDM Policy Team
400 Oyster Point Blvd, Suite 409
South San Francisco, CA 94080

RE: Letter of Commitment to the *Certified Development Program*

Project Name: [Enter Project Name]

Project Address: [Enter Project Address]

Dear TDM Policy Team,

I am writing this letter on behalf of [Enter Developer Name] to formally commit to being an active participant in Commute.org's *Certified Development Program*. We pledge to engage with Commute.org and comply with the *Requirements for Active Participation*.

I affirm that [Developer Name] understands and is committed to actively participating in Commute.org's Certified Development Program. We will follow through on these commitments as long as we are associated with this development. We will take the necessary steps to formally obligate any successor organizations to assume our responsibilities under this commitment. We understand that failure to do so will result in the notification of non-compliance to the local jurisdiction.

We understand the importance of reducing vehicle miles traveled (VMT) generated by new development projects and commit to actively participating in Commute.org's TDM programs and services.

Sincerely,

[Enter Applicant Name]

[Enter Applicant Title]

TDM SPECIALISTS, INC. QUALIFICATIONS



A Transportation Demand Management Company

We are planners and technical experts focused on development projects and improving employee mobility options. Our Transportation Demand Management (TDM) planning solutions reduce vehicle traffic, parking demand, greenhouse gases, and air pollution impacts. We work successfully with developers, employers, and government agencies to get TDM Plans approved and projects entitled. We also implement and manage on-site commuter programs and achieve required TDM goals.

Our TDM practitioners provide full-service commute and traffic mitigation, sustainable LEED planning, and air quality conformity. Serving as an extension of client staff, we provide a broad range of services to get the job done efficiently while meeting the unique needs of the client and specific jurisdiction.

“We have finished the review of the Draft TDM. First let me say, that was the best TDM I have ever seen! The best by a large margin...a fantastic TDM Plan. Thank you so much.”

Steve Lynch, AICP, Senior Planner, City of Santa Clara, California

Transportation Demand Management

TDM Specialists develop Transportation Demand Management plans, traffic mitigation plans, and sustainable programs that address green commuting, mobility, and constrained parking issues. The purpose of TDM is to promote more efficient utilization of existing transportation facilities, reduce traffic congestion and mobile source emissions, and ensure that projects are designed in ways to maximize the potential for alternative transportation use.

Commute Program Implementation

We have a proven track record of getting employees out of their cars. As projects are built and occupied, TDM Specialists can develop the structure, outreach and promotions necessary to implement and manage employee Commute Programs. The initial start-up, implementation, and ongoing management of the Commute Program are designed to meet TDM or trip reduction objectives and requirements. The overarching goal of a Commute Program is to enhance the quality of life and reduce commute trips for project employees.

Quality of life improvements can enhance employee recruitment, morale and retention, and increase productivity that create positive benefits for businesses.

Sustainable Air Quality and Greenhouse Gas (GHG) Solutions

TDM Specialists successfully implements trip reduction programs tailored to fit the project, and can typically reduce employee trips to the site by 30 percent. This results in reduced drive-alone trips and complies with requirements to reduce project GHG impacts. We coordinate the mechanisms to calculate and report these results to appropriate agencies.

Contact:
Elizabeth L. Hughes
Senior Transportation Manager

TDM Specialists, Inc.
5150 Fair Oaks Blvd, Suite 101-264
Carmichael, CA 95608

(408) 420-2411
elizabeth.hughes@tdmspecialists.com





A Transportation Demand Management Company

Areas of Expertise

Traffic Mitigation

TDM/TSM Mitigation Plans
 TDM Employer Training
 Commute Program Development
 Commute Program Management
 Commute Program Audits
 Commuter Surveys
 Transportation Fairs and Events
 Car Management Strategies
 Shuttle Programs
 TMA Management

Parking Mitigation

Parking Demand Reduction
 Parking Management Strategies
 Parking Constraints Solutions

Entitlement

Project Support
 Strategic Counsel
 Critical Response Support
 Environmental (EIR) Mitigation
 (Air Quality and Transportation)

Sustainability

Greenhouse Gas Emission Reductions
 Supporting LEED Components
 Air Quality Mitigation Plans

TDM Applications

- Office or R&D buildings
- Corporate Headquarters/Campus
- Master Plan projects
- Specific Plans
- Business Parks
- Hospitals/Medical Offices
- Retail/Shopping Centers
- Residential (multi family, single family, hi-rise, etc.)
- Special Events
- Recreation
- Universities and Colleges
- Warehouse and Manufacturing
- Airports and Transit Stations

Development, Property Management and Employer Projects

- Facebook
- Genentech
- NVIDIA
- SAP Labs
- Intel Folsom
- Intel Santa Clara
- Nokia
- Yahoo! Inc.
- NetApp
- VMware
- McClellan Business Park
- Juniper Networks
- Sunnyvale City Center
- Marvell
- Access/Palm Source
- Alexandria Real Estate Equities
- Oyster Point Business Park
- Metro Air Park
- Raley Field
- Moffett Park Business and Transportation Association
- Intuitive Surgical
- The Allen Group
- Spieker Properties
- HCP, Inc.
- Granite Regional Park
- Hyatt Place Hotel – So. San Francisco
- So. San Francisco Business Center
- Masonic Homes of California
- Fairview River Landing
- Donahue Schriber
- BioMed Realty Trust
- Panattoni Development
- Taylor Properties Development Co.
- SKS Investments, LLC
- Shorenstein
- LBA Realty
- Jones Lang LaSalle
- California Farm Bureau
- California Highway Patrol
- Separovich • Domich
- Newell Real Estate Advisors
- LinkedIn
- Menlo Equities, LLC
- TMG Partners
- The Minkoff Group
- Arnell Enterprises, Inc.
- The Pollock Financial Group
- Wolff Enterprises

Municipal & Agency Locations

- Sacramento Area Council of Governments
- California Highway Patrol
- County of Sacramento, Dept. of Human Services
- City of South San Francisco
- City of Mountain View
- City of Santa Clara
- City of Sunnyvale
- State of California, Dept. of General Services
- San Mateo City/County Association of Governments
- City of Union City
- Cal PERS
- Cal STRS
- Ogden City, UT
- City of Brisbane
- Grand Rapids Interurban Transit, MI
- City of Citrus Heights
- University of California San Diego West Campus
- Sacramento County International Airport

Biotech, Pharmaceutical and Hospital Projects

- Genentech
- Amgen
- Rigel
- Takeda
- Onyx Pharmaceutical
- University of California San Diego, East Campus Medical Center
- Sutter Medical Center, Sacramento
- Mercy General Hospital
- Mercy San Juan Medical Center
- Enloe Medical Center
- Intuitive Surgical
- Blood Source
- Eclipsys, MA
- Counsyl, Inc.
- Theravance, Inc.